

**Governing Body Functions
and
Terms of Reference
For Committees and Individuals
2021/22**

Publication of Governors' Details and the Register of Interests

Governors hold an important public office and their identity should be known to their school and wider communities. In the interests of transparency, a governing body should publish on its website up-to-date details of its governance arrangements in a readily accessible form. *[Readily accessible means that the information should be on a webpage without the need to download or open a separate document.]*

The information should include:

- The structure and remit of the governing body and any committees, and the full names of the chair of each;
- For each governor who has served at any point over the past 12 months:
 - Their full names, date of appointment, term of office, date they stepped down (where applicable), who appointed them (in accordance with the governing body's instrument of government);
 - Relevant business and pecuniary interests (as recorded in the register of interests) including:
 - Governance roles in other educational institutions;
 - Any material interests arising from relationships between governors or relationships between governors and school staff (including spouses, partners and close relatives); and
 - Their attendance record at governing body and committee meetings over the last academic year.

Governors should also publish this information for associate members, making it clear whether they have voting rights on any of the committees to which they have been appointed.

The Governing Body is part of the Leadership & Management of the School.

The Governing Body has the following three core functions:

1. **Ensuring clarity of vision, ethos and strategic direction by:**
 - Setting the vision, values, and objectives for the school
 - Agreeing the school improvement strategy with priorities and targets
 - Meeting statutory duties
2. **Holding the Headteacher to account for the educational performance of the school and its pupils, and the performance management of the staff by:**
 - Appointing the Headteacher
 - Monitoring progress towards targets
 - Performance managing the Headteacher
 - Engaging with stakeholders
 - Contributing to school self-evaluation
3. **Overseeing the financial performance of the school and making sure its money is well-spent by:**
 - Setting the budget
 - Monitoring spending against the budget
 - Ensuring value for money is obtained
 - Ensuring risks to the organisation are managed

In exercising their functions the Governing Body must hold at least three meetings a year.

Membership:	As per the Instrument of Government
Disqualification:	As per Regulation 20 and Schedule 6 of the Constitution Regulations
Quorum:	One half of the number of Governors in post (i.e. excluding vacancies)
These functions were reviewed and adopted by the Governing Body on:	

The Governing Body delegates certain tasks to:

- Finance & Resources Committee
- Curriculum Committee
- Headteacher Performance Management Committee
- Pay Committee
- Hearings Committee (*when required*)
- Appeals Committee (*when required*)
- Individual Governors

The terms of reference for these committees are set out below and reviewed annually.

NB: The following tasks cannot be delegated to a committee or an individual:

- *Agreeing constitutional matters*
- *Recruiting new members as vacancies arise and appointing new governors*
- *Appointing or removing the Chair and Vice Chair*
- *Appointing or removing a Clerk to the Governing Body*
- *Establishing the committees of the Governing Body and their terms of reference*
- *Appointing or removing a Clerk to each committee*
- *Suspending a governor*
- *Deciding which functions of the Governing Body will be delegated to committees, groups and individuals*
- *Reviewing the delegation arrangements annually*
- *Receiving reports from any individual or committee to whom a decision has been delegated and to consider whether any further action by the Governing Body is necessary*
- *Approving the first formal budget plan of the financial year*
- *Approving pupil attainment targets annually*

The Role of the Chair of the Governing Body
<ul style="list-style-type: none"> To ensure the business of the Governing Body is conducted properly, in accordance with legal and Manchester City Council delegation requirements. To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making To establish and foster an effective relationship with the Headteacher based on trust and mutual respect for each other's roles. The Chair has an important role in ensuring that the Governing Body acts as a sounding board to the Headteacher and provides strategic direction
Disqualification – The Headteacher, Staff Governors, Pupils, Staff Members

The Role of the Clerk to the Governing Body
<ul style="list-style-type: none"> To work effectively with the Chair of Governors, the other Governors and the Headteacher to support the Governing Body To advise the Governing Body on Constitutional and Procedural Matters, duties and powers To convene meetings of the Governing Body To attend meetings of the Governing Body and ensure minutes are taken To maintain a register of members of the Governing Body and report vacancies to the Governing Body To give and receive notices in accordance with relevant regulations To perform such other functions as may be determined by the Governing Body from time to time
Disqualification – Governors, Associate Members, the Headteacher

Headteacher Performance Management Committee – Terms of Reference	
<ul style="list-style-type: none"> To arrange to meet with the External Adviser to discuss the Headteacher's performance targets To decide, with the support of the External Adviser, whether the targets have been met and to set new targets annually To monitor through the year the performance of the Headteacher against these targets To make recommendations to the Pay Committee in respect of awards for the successful meeting of targets set 	
Membership:	As agreed by the Governing Body
Disqualification:	The Headteacher and Staff Governors
Quorum:	2
These terms of reference were agreed by the Governing Body on:	

Pay Committee – Terms of Reference	
<ul style="list-style-type: none"> To establish a Pay Policy for all categories of staff and to be responsible for its administration and review To consider any requests for pay grading or pay awards To consider pay increments as recommended by the Headteacher To consider pay increments as recommended by the Headteacher Performance Management Committee To consider any appeal against a decision on pay grading or pay awards To undertake activities as delegated by the Governing Body e.g. review and approval of policies. 	
Membership:	As agreed by the Governing Body
Disqualification:	The Headteacher and Staff Governors
Quorum:	2
These terms of reference were agreed by the Governing Body on:	

Pay Appeals Committee – Terms of Reference	
<ul style="list-style-type: none"> • To determine formal appeals against pay determinations in accordance with the Appeals Procedure set out in the Pay Policy* • To have regard to the Terms of Reference of the Pay Committee <p><i>*Cannot be delegated to an individual</i></p>	
Membership:	As agreed by the Governing Body. The Headteacher may attend all meetings of the Pay Appeals Committee for the purpose of providing information and advice (except where the appeal is in respect of his/her own salary, where he/she will attend for the purposes of making his/her case).
Disqualification:	The Headteacher, Governors who are also members of staff (including Associate Governors) and Members of the Pay Committee.
Quorum:	3
These terms of reference were agreed by the Governing Body on:	

Hearings Committee – Terms of Reference	
<ul style="list-style-type: none"> • To make any determination to dismiss any member of staff (<i>unless delegated to the Headteacher</i>) • To make any decisions under the Governing Body’s personnel procedures e.g. disciplinary, grievance, capability where the Headteacher is the subject of the action* • To make any decisions relating to any member of staff other than the Headteacher, under the Governing Body’s personnel procedures (<i>unless delegated to the Headteacher</i>) • To make any determination or decision under the Governing Body’s General Complaints Procedure for Parents and others • To make any determination or decision under the Governing Body’s Curriculum Complaints Procedure, in respect of National Curriculum disapplications, and the operation of the Governing Body’s charging policy <p><i>*Cannot be delegated to an individual</i></p>	
Membership:	Not less than 3 members of the Governing Body (NB. The number appointed to this committee directly affects the number required for an Appeal Committee. Although the number of members therefore needs to be fixed, a reserve governor could be appointed)
Disqualification:	The Headteacher (NB. It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member.)
Quorum:	3
These terms of reference were agreed by the Governing Body on:	

Appeals Committee – Terms of Reference	
<ul style="list-style-type: none"> ▪ To consider any appeal against a decision to dismiss a member of staff made by the Hearings Committee* ▪ To consider any appeal against a decision short of dismissal under the Governing Body’s personnel procedures e.g. disciplinary, grievance, capability* ▪ To consider any appeal against selection for redundancy* <p><i>*Cannot be delegated to an individual</i></p>	
Membership:	No fewer members than the Hearings Committee (Although the number of members therefore needs to be fixed, a reserve governor could be appointed)
Disqualification:	The Headteacher and any members of the Hearings Committee (NB. It is suggested that only experienced governors be appointed to this committee and that the Chair of Governors, due to probable prior knowledge, should not be a member.)
Quorum:	Minimum of 3 – Committee can determine a higher number
These terms of reference were agreed by the Governing Body on:	

Finance & Resources Committee– Terms of Reference

General:

- Act on matters delegated by the full governing body.
- Liaise and consult with any other committees of the full governing body where necessary.
- Contribute to the School Improvement Plan.
- Consider safeguarding and equalities implications when undertaking any and all committee functions.

Financial Policy & Planning:

The Finance & Resources Committee is responsible for:

- Reviewing, adopting and monitoring a Finance Policy which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, headteacher and other nominated staff.
- Reviewing, adopting and monitoring all additional financial policies, including a charging and remissions policy.
- Establishing and maintaining a three-year financial plan, taking into the account priorities of the School Improvement Plan, roll projection and signals from central government and the Local Authority regarding future years' budgets, within the constraints of available information.
- Drafting and proposing to the full governing body for adoption an annual school budget, taking into account the priorities of the School Improvement Plan.
- Making decisions in respect of service level agreements.
- Ensuring that sufficient funds are set aside for pay increments as set out in the Pay Policy and as recommended by the Headteacher.

Financial Monitoring

The Finance & Resources Committee is responsible for:

- Monitoring the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- Receiving termly budget monitoring reports from the Headteacher/School Business Manager.
- Reporting back to each meeting of the full governing body and alerting them of potential problems or significant anomalies at an early date.
- Liaising with any other committees and providing them with the information they need to perform their duties.
- Subject to the local scheme of delegation, approving any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the school.
- Reviewing, completing and submitting the School Financial Value Standard (SFVS).
- Undertaking any remedial action identified as part of the SFVS.
- Receiving and acting upon any issues identified by a local authority audit.

Premises

The Finance & Resources Committee is responsible for:

- Providing support and guidance for the governing body and the Headteacher on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- Ensuring that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
- Informing the full governing body of the premises inspection report and setting out a proposed order of priorities for maintenance and development, for the approval of the governing body.
- Arranging professional surveys and emergency work as necessary. *NB: The Headteacher is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Headteacher would normally be expected to consult the committee chair at the earliest opportunity.*
- Where necessary, creating a project committee to oversee any major developments.
- Establishing and keeping under review an Accessibility Plan and a Building Development Plan.
- Reviewing, adopting and monitoring a Health and Safety policy.
- Ensuring that the governing body's responsibilities regarding litter, refuse and dog excrement are discharged according to Section 89 of the Environmental Protection Act 1990, so far as is practicable.

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Finance & Resources Committee– Terms of Reference Continued

Staffing

The Finance & Resources Committee is responsible for:

- Ensuring that the school is staffed sufficiently for the fulfilment of the school’s development plan and the effective operation of the school.
- Establishing and overseeing the operation of the school's Appraisal Policy - including the arrangements and operation of the school's appraisal procedures for the Headteacher.
- Establishing a Pay Policy for all categories of staff.
- The administration and review of the Pay Policy.
- Ensuring that staffing procedures (including recruitment procedures) follow equalities legislation.
- Annually reviewing procedures for dealing with staff discipline and grievances and making recommendations to the full governing body for approval.
- Monitoring approved procedures for staff discipline and grievance and ensuring that staff are kept informed of these.
- Recommending staff selection procedures to the full governing body, ensuring that they conform with safer recruitment practice, and reviewing these procedures as necessary.
- In consultation with staff, overseeing any process leading to staff reductions.
- Establishing the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.

Membership:

- At the first full governing body meeting of each academic year, the membership of the Finance & Resources Committee shall be decided on and recorded.
- Governors who are not members of the Finance & Resources Committee shall be entitled to attend committee meetings and shall count towards the quorum for the committee.
- Associate governors may attend meetings of the Finance & Resources Committee but shall not count towards the quorum.
- The majority of members of the Finance & Resources Committee must be governors and no vote may be taken unless the majority of those present are governors.

Disqualification:

None

Quorum:

3

Meetings

- The Finance & Resources Committee will meet once each term. If necessary, additional meetings may be held.
- At the first full governing body meeting of each academic year, the governing body shall appoint a chair of the Finance & Resources Committee.
- In the absence of the appointed chair, the Finance & Resources Committee shall appoint one of its number to chair the meeting.
- Meetings of the Finance & Resource Committee will be clerked. If a professional clerk is not present then a member of the committee who is a governor but is not the Headteacher may clerk the meeting.
- Meetings of the Finance & Resources Committee will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- The draft minutes of each meeting of the Finance & Resources Committee will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in their absence another member of the committee).

These terms of reference were agreed by the Governing Body on:

Curriculum Committee – Terms of Reference

General:

The Curriculum Committee shall:

- Act on matters delegated by the full governing body.
- Liaise and consult with any other committees of the full governing body where necessary.
- Contribute to the School Improvement Plan.
- Consider safeguarding and equalities implications when undertaking any and all committee functions.

Curriculum, Planning & Delivery:

The Curriculum Committee is responsible for:

- Reviewing, monitoring and evaluating the curriculum offer.
- Recommending for approval to the full governing body the:
 - Self-evaluation form;
 - School Improvement Plan;
 - Targets for school improvement to the governing body.
- Developing and reviewing policies identified within the school's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline).
- Ensuring that the requirements of children with special needs are met, as laid out in the Code of Practice, and receiving termly reports from the Headteacher/SENCO and an annual report from the SEN governor (where appointed).

Assessment & Improvement:

The Curriculum Committee is responsible for:

- Monitoring and evaluating the effectiveness of leadership and management.
- Monitoring and evaluating the impact of quality of teaching on rates of pupil progress and standards of achievement.
- Monitoring and evaluating rates of progress and standards of achievement by pupils, including any underachieving groups.
- Monitoring and evaluating the impact of continuing professional development on improving staff performance.
- Setting priorities for improvement, and monitoring and evaluating the impact of improvement plans which relate to the Curriculum Committee's area of operation.
- Monitoring and evaluating provision for all groups of vulnerable children (e.g. looked after children) and ensuring all their needs have been identified and addressed, and evaluating their progress and achievement.
- Regularly reviewing and developing the Assessment Policy and ensuring that the policy is operating effectively.
- Considering recommendations from external reviews of the school (e.g. Ofsted or local school improvement advisers), agreeing actions as a result of such reviews, and evaluating regularly the implementation of the plan.
- Ensuring that all children have equal opportunities.
- Advising the Finance & Resources Committee on the relative funding priorities necessary to deliver the curriculum.

Engagement:

The Curriculum Committee is responsible for:

- Monitoring the school's publicity, public presentation and relationships with the wider community.
- Identifying and celebrating pupil achievements.
- Overseeing arrangements for educational visits, including the appointment of a named co-ordinator.
- Ensuring all statutory requirements for reporting and publishing information are met and the school website content is fully compliant and presented in an accessible way.

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Curriculum Committee – Terms of Reference Continued	
Membership:	<ul style="list-style-type: none"> • At the first full governing body meeting of each academic year, the membership of the Curriculum Committee shall be decided on and recorded. • Governors who are not members of the Curriculum Committee shall be entitled to attend committee meetings and shall count towards the quorum for the committee. • Associate governors may attend meetings of the Curriculum Committee but shall not count towards the quorum. • The majority of members of the Curriculum Committee must be governors and no vote may be taken unless the majority of those present are governors.
Meetings	<ul style="list-style-type: none"> • The Curriculum Committee will meet once each term. If necessary, additional meetings may be held. • At the first full governing body meeting of each academic year, the governing body shall appoint a chair of the Curriculum Committee. • In the absence of the appointed chair, the Curriculum Committee shall appoint one of its number to chair the meeting. • Meetings of the Curriculum Committee will be clerked. If a professional clerk is not present then a member of the committee who is a governor but is not the Headteacher may clerk the meeting. • Meetings of the Curriculum Committee will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection. • The draft minutes of each meeting of the Curriculum Committee will be circulated with the agenda for the next ordinary meeting of the full governing body and will be presented at that meeting by the chair (or in their absence another member of the committee).
Disqualification:	None
Quorum:	3
These terms of reference were agreed by the Governing Body on:	

The Role of the Chair of a Committee
<ul style="list-style-type: none"> • To ensure the business of the Committee is conducted properly, in accordance with legal requirements • To ensure meetings are run effectively, focusing on priorities and making the best use of time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
Disqualification – None

The Role of the Clerk to Committees
<ul style="list-style-type: none"> • To advise the Committee on procedural and legal matters • To convene meetings of the Committee • To attend meetings of the Committee and ensure minutes are taken • To perform such other functions with respect to the Committee as may be determined by the Governing Body from time to time
Disqualification – The Headteacher

Delegation of Responsibility to Individuals – Terms of Reference	
<i>Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.</i>	
<ul style="list-style-type: none"> ▪ To liaise with the appropriate member(s) of staff ▪ To visit the school with the purpose of gathering information concerning their area of responsibility and to increase their knowledge of the School ▪ To regularly report to the Governing Body, or the Finance Committee, whichever the Governing Body deems most appropriate, on developments and progress within their area of responsibility ▪ To raise the profile of the area of responsibility when related matters are considered by the Governing Body ▪ To attend training as appropriate 	
Disqualification:	<p>The following functions CANNOT be delegated to an individual:</p> <p>Functions relating to:</p> <ul style="list-style-type: none"> • The alteration, closure or change of category of maintained schools The approval of the first formal budget plan of the financial year • School discipline policies • Exclusions of pupils (except in an emergency when the Chair of Governors has the power to exercise these functions) • Admissions
These terms of reference were agreed by the Governing Body on:	

These Terms of Reference were adopted by the Governing Body on:

Signed:

Chair of Governors

Dated: